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How to Win Your First 90 Days as a New CISO

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Congratulations, CISO

Now what?

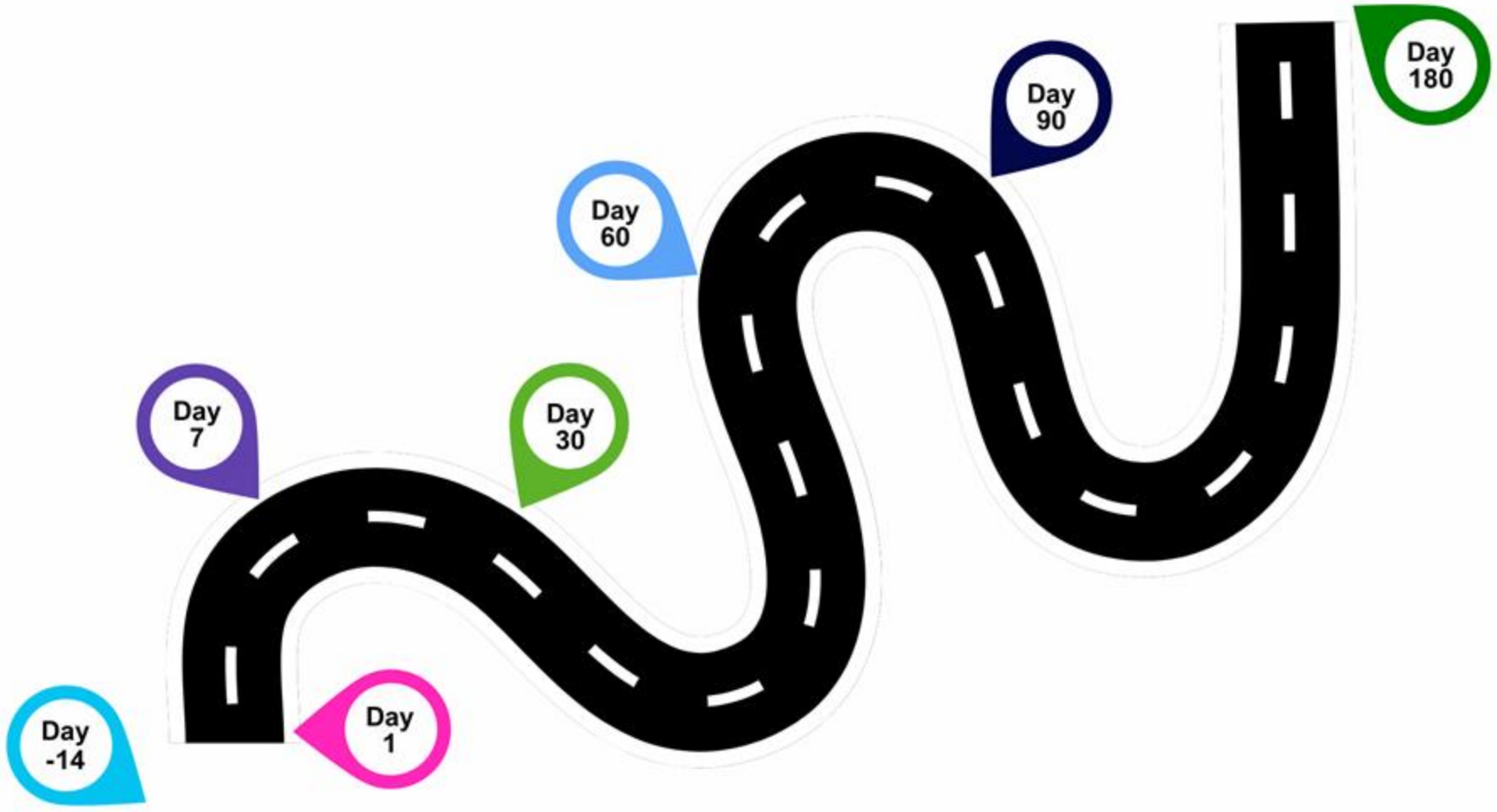
What If - From Couch to CISO in 90 Days

- What I did during my first 90 days as CISO
- What I often think about looking back – and perhaps looking forward
- It is still a work in progress at this point
- Actively sharing regularly
- You have a short time to get this done
  - Much shorter than the typical 2 to 3 years average tenure for a CISO

What If - From Couch to CISO in 90 Days

- Five years ago, I stood on this stage
  - What is your goal?
  - A question that my wife made me answer before I could walk off this stage
  - Or go back to my day job
- Here, we will use a timeline

How to Win in 90 Days Roadmap



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T – 14 days

Reconnaissance

Day -14 Recon - 14 Days Before You Take The Job

- Act like a consultant
- Study the company
  - Annual Reports
  - Press Releases
  - Leadership & Board Bios
- Mission, Vision, Values
- Executive Presence assessme
- Search for a Coach

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Day 1

Go Time

Day One

- Meet the team
- Review the Org Chart
- Schedule 1:1 with each team member
- Declare yourself the “new person”
- Identify blind spots

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Day 7

Keep Calm and Carry On

By Day 7

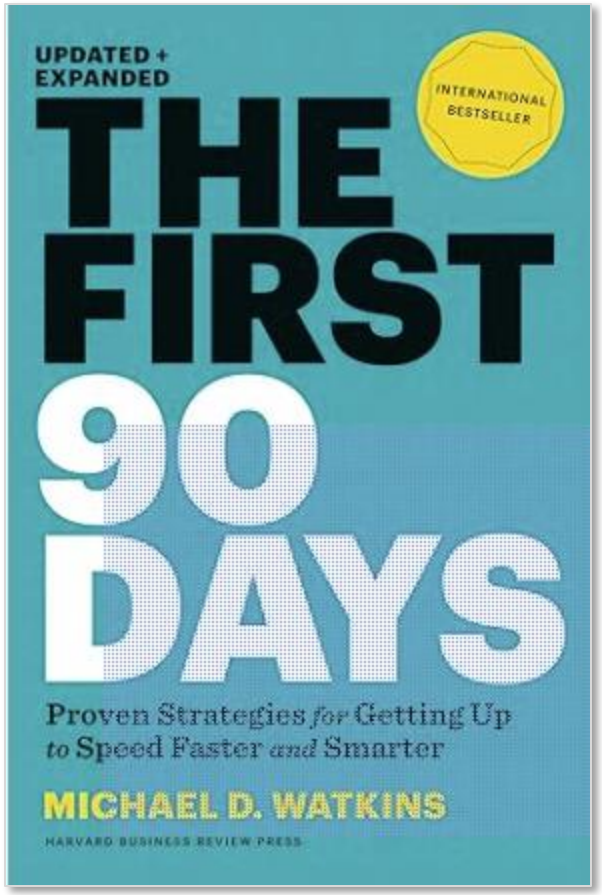
- Meet your new besties/stakeholders
- Start the first draft of your elevator speech
- Your story at this point is…

Document Review

- Review all the security policies, procedures, standards, baseline, and guidelines
- Assess all open audit findings
- Study prior security assessments
- Review prior penetration tests
- Validate and update your Risk Register

Leadership Council

- Get yourself a Community
- Create a Leadership meeting
  - That serves you
- Do not change anything
    - It is not time just yet
- Leverage your CISO Rolodex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INTERNATIONAL BESTSELLER
THE FIRST 90 DAYS
Proven Strategies for Getting Up to Speed Faster and Smarter
MICHAEL D. WATKINS
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Day 30

1/3 of the Way

By Day 30

- Now is when you realize the company did not tell you everything you needed to know during the interview
- Example - Was asked to read a book for entertainment
- I later realized HR insisted the team read it
- Because of their not-so-great culture
- Revisit Your Elevator Pitch
- Your story at this point is…

Goals / Systems / Habits

- What are Your goals?
- What are Your systems?
- What are Your habits?

3-Step Process

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Day 60

Cruising along

By Day 60

- You have met with each direct report by now
- Good % of everyone on your team by now, haven't you?
- Connect with CISOs of every Board member
- Your story at this point is…

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Day 90

You're the CISO!

By Day 90

- Create your first draft for the mission, vision, and values of your security team
  - Invite your direct reports to help make them better
  - Deliver your strategy or roadmap to executive leadership
- Schedule time on your calendar to reevaluate what you gathered so far
- Be very thankful you did not change everything you wanted to in Month 1
- Be proficient with your elevator speech

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Bonus

Keep the Momentum

Day 180+

- Bonus Material
- Continue to declare yourself the “new person”
- Go back and validate you completed everything
- Build upon your first 180 days
- Your story at this point is…

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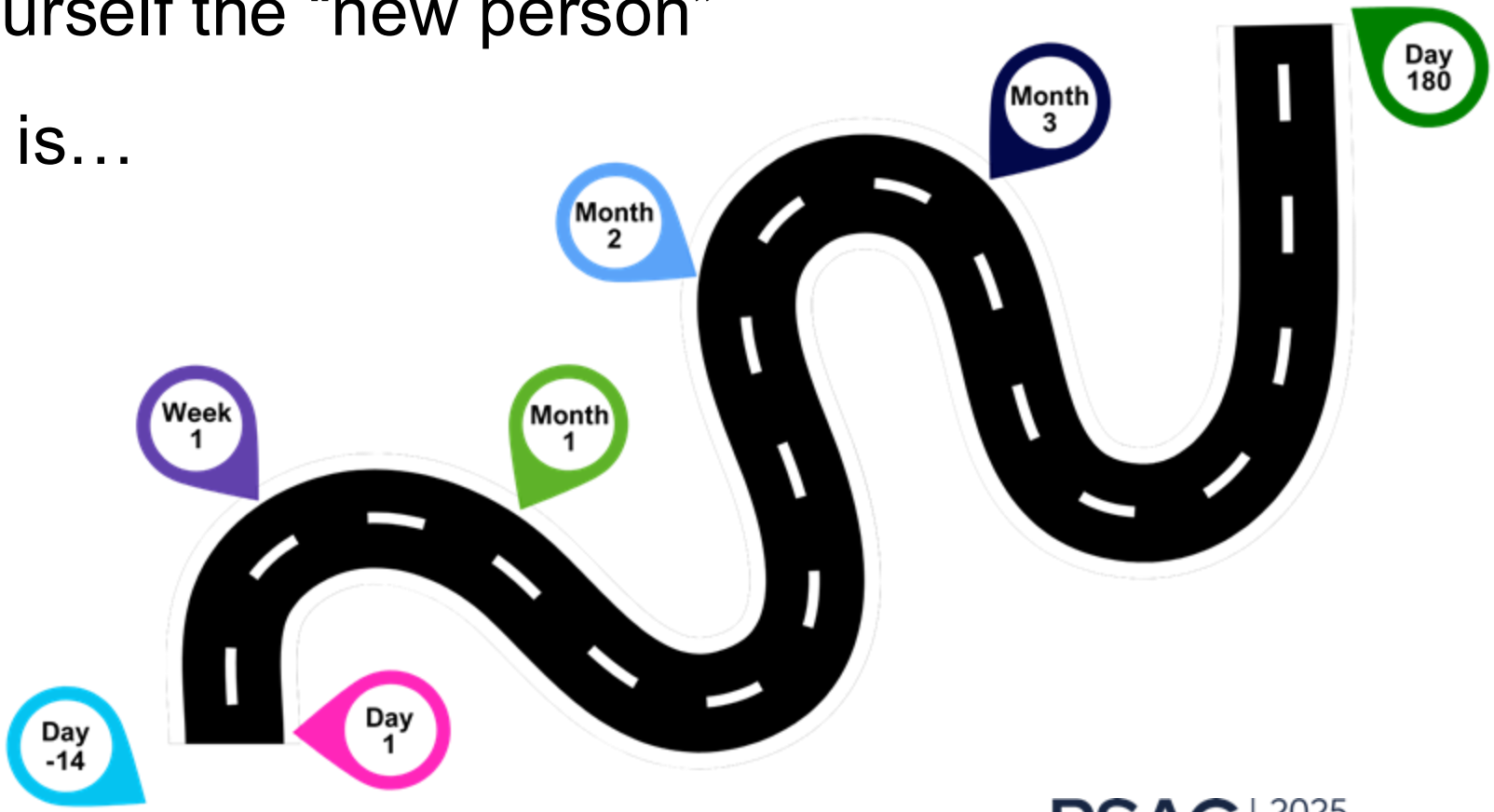
Wrapping Up

3x the speed

Conclusion

- You do not have to wait for your next CISO job
- Continue to declare yourself the “new person”
- Your story at this point is…



Apply What You Have Learned Today - 1

- 2 weeks before you start
  - Research and learn as much about your company as you can
- On your first day
  - Meet the team and schedule 1:1 meetings
  - Find a coach
  - Declare yourself as the “new person”

Apply What You Have Learned Today - 2

- In the 1st 7 days
  - Meet key stakeholders
  - Draft your elevator speech
  - Review all security policies, audits, assessments, and pen tests
  - Create a Leadership Council
- In the 1st 30 days
  - Develop your goals, systems and habits
  - Create your 3-step process
  - Revisit your elevator speech

Apply What You Have Learned Today - 3

- By Day 60
  - Complete 1:1 with direct reports
  - Connect with CISOs for every Board member
- By Day 90
  - Draft your mission, vision, and values for your team
  - Block time to re-evaluate
- Day 180 and beyond
  - Build upon your first 180 days
  - Your story at this point is…

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Thank You